

## PERSONNEL VALUATION PROGRAM

### BACKGROUND OF THE INVENTION

#### 1. FIELD OF THE INVENTION

This invention relates to a personnel valuation program, which permits improved appropriateness valuation result to be obtained in personnel valuation in any place of work, in which price for labor is paid.

#### 2. PRIOR ART

In organizations in which price for labor is paid, it is required that the price is appropriate in consideration of the contents and results of labor. The personnel valuation which determines the price thus should be appropriate. As a method of obtaining improved appropriateness personnel valuation data, multisided valuation by a plurality of valuers is advocated.

### SUMMARY OF THE INVENTION

Heretofore, however, multisided valuation data has been used only as check data against supervisor class valuers who are apt to do impartial valuation and data for demanding self-examination of such valuers. No method has been advocated for processing great quantities of such multisided valuation data so as to be utilized as determinant data of

valuation leading to salary. Except for special work places where the price can be determined solely by numerical data such as sales data, the personnel valuation inevitably leads to different valuation results with different valuers with whatever way of valuation.

Accordingly, it is an object of the invention to provide a personnel valuation program, which permits producing improved appropriate valuation data by making use of great quantity of multisided valuation data produced by a plurality of valuers.

#### BRIEF DESCRIPTION OF THE DRAWINGS

Fig. 1 is a block diagram summarizing the invention;

Fig. 2 is a view showing the organization format of multisided valuation data according to the invention;

Fig. 3 is a view showing an image of valuation data according to the invention;

Fig. 4 is a view showing a setting display example on the display for reference data valuator setting, valuatee setting and valuator setting according to the invention;

Fig. 5 is a view showing an example of display of initial valuation data concerning particular valuers and adjusted valuation data obtained by comparing the initial valuation data with data produced by reference value valuers according

to the invention;

Fig. 6 is a view showing an example of display of the result of adjustment and summation of data produced by a plurality of valuator according to the invention; and

Fig. 7 is a view showing an example of calculation result data of individual valuatees according to the invention.

#### DETAILED DESCRIPTION OF THE PREFERRED EMBODIMENTS

Fig. 1 shows the procedure of processing according to the personnel valuation program according to the invention, for obtaining improved appropriateness valuation data from a great number of valuation data pieces obtained from multisided valuation.

In the first place, each valuator produces initial prior-to-adjustment valuation data by valuating valuatees on the preamble of predetermined valuatee group, plural valuator groups corresponding to the valuatee group, valuation item group and item weight group corresponding to the item group and inputting the valuation data thus obtained to a personal computer, in which the personnel valuation program according to the invention is installed, from a keyboard or like input means. This valuation data producing process is shown as process A, valuation input process in Fig. 1. Fig. 2 shows the data organization format of the valuation by each valuator.

The multisided valuation data in Fig. 1 is the aggregation of the valuation data produced by the individual valuers. Fig. 3 shows an overall image of the valuation data. It is shown that the image includes data produced by the valuation of the valuers by the valutees and vice versa.

In process B in Fig. 1, summation is done in the multisided valuation processing as to the contents of the individual items of valuation of each valutee by a plurality of valuers. It is also shown that the following plurality of selective settings are possible in subsequent calculating processes.

Fig. 4 shows a setting display example on the display of a personal computer for the plurality of selective settings.

The valutee setting which is done for the process B in Fig. 1, is provided for obtaining results of selecting a desired group of valutees instead of all the valutees with respect to the multisided valuation data.

The valuator selection permits production of such reference data as what valuation trend is a particular valuator group is in, or selection of a valuator or valuers on the basis of a valuation trend index value that is derived from summation result.

The valuator's weight setting is the setting of a weight, by which data of a particular valuator among a plurality of

valuators is to be multiplied. It is possible to provide different degrees of influence in the summation result according to the magnitude of the weight. In Fig. 4, numerical values 1 to 4 are shown as valuator's weights. For example, the weight of value 1 is of the director, that of value 3 is of the manager, and that of value 2 is of the chief. These weight values are inputted to the "valuator's weight" column in the setting display.

The reference data valuator setting is provided for the calculation, in the process B, of data serving as reference data in the next process C of individual valuator's trend index calculation. Specifically, valuation data is used as reference data for the calculation. The valuator's weight of each selected valuator or valutors also fulfills the intended effect. When this setting is not done, the full summation result as selected by the valuatee setting, the valuatee setting and the valuator's weight setting, is used as reference data. In Fig. 4, it is shown that three valutors whom a valuator's weight of 4 is set, are set and reference valutors. The setting is done by clocking "No./Reference value" item on the setting display. It is possible to select only one or a plurality of reference valutors. The reference data valutors are selected for obtaining adequate personnel valuation data, and they may be at posts close to a post

competent to the final personnel decision or other persons.

The exclusion item setting is provided for excluding items, which do not depend on manual valuation but have objective ranks determined on an objective basis, such as sales amount, sales quantity, net profit amount, production quantity, the production amount and qualification, in process D of the severity adjustment summation.

The reference data valuator setting, the valuatee setting and the valuator setting are selected or not by clocking the pertinent columns on the setting display in Fig. 4.

After the above selective settings, full processing is executed, in which data of the valuator and valuatee are summed up in the process B of the summation shown in Fig. 1. In the process C, the original data of the valuator and the summation result in the process B are compared by using the following equations.

Equation 1 given below is used for calculating the difference of the mean data of the reference data group (i.e., the valuation data by the reference data valuator group) from the mean data of result of valuation of a particular valuatee group by valuator H with respect to the same valuatee group.

<Equation 1>

$$AM(H) = AV(H) - AV(T)$$

where AM (H) is the severity (i.e., difference of the mean valuation of the reference data group from the mean evaluation by the valuator H), H is the valuator number, V is the valuatee number, T is the reference data valuator group (or all selected valutors), AV (H) is the mean point (i.e., mean valuation of the valuator H), and AV (T) is the mean point (i.e., mean valuation of the reference data group).

Equation 2 is used for the calculation, as distribution degree Bu (H), the ratio between standard deviation SV (H) from the result of valuation of the valuatee group by valuator H and standard deviation SV (T) of valuation data of the reference data valuator group.

<Equation 2>

$$Bu (H) = SV (H) / SV (T)$$

where Bu (H) is the distribution degree (i.e., standard deviation ratio), SV (H) is the standard deviation (from valuation by valuator H), and SV (T) is the standard deviation (of the reference data group).

Equation 3 is used by valuator H for calculating the difference KA (V, H) of the total points of the valuatee V by the valuator H from the mean total points.

<Equation 3>

$$KA (V, H) = TP (V, H) - AP (H)$$

where KA (V, H) is the deviation (concerning valuator V), TP

(V, H) is the total points of valuation of the valuatee V by the valuator H, and AP (H) is the mean total points of valuation by valuator H.

Equation 4 is used for the calculation, from the above values, of severity CH (V, H) for severity adjusting the rank of valuation of the valuatee V by the valuator H.

<Equation 4>

$$CH (V, H) = AM (H) + KA (V, H) - KA (V, H) / Bu (H)$$

where CH (V, H) is severity adjustment rank (V, H).

In the process C which is executed by using the equations 1 to 4, if the valuation answer of each valuator for a valuatee has no answer for all the items, that valuatee is omitted.

For valuatees who have a non-answered item or items, the proportion of the weights of the answered items is used for conversion, and the answered item value is converted to full item answer value.

In process D in Fig. 1, calculation using the following equation 5 is done. Rank R (I) of the original data of item I is adjusted, before the summation, with severity adjustment rank CH (V, H) calculated in the process C.

<Equation 5>

$$Rc (I) = R (I) - CH (V, H)$$

where R (I) is the valuation rank of item I, and Rc (I) is the severity adjustment rank of item I.



Fig. 5 shows an example of display adjusted valuation data obtained as a result of comparison, with respect to the severity and the standard deviation, of particular valuator's original valuation data and reference data valuator's data with respect to the severity and standard deviation. Of 28 valuatees, 20 valuatees are valuated. In the data comparison with respect to the severity and the standard deviation, the standard deviation of the original data was slightly greater than that of the 20 valuatee's reference data and also was slightly severe as a whole, it is adjusted to obtain the adjusted data as shown.

Fig. 6 shows an example of display of the result of summation of severity adjusted data obtained from data of valuation by a plurality of valuers. Fig. 7 shows an example of calculation result data for individual valuatees.

It will be seen that the personnel valuation program according to the invention can solve the problem in the prior art initial valuation adjusting means using mean data that, when the initial valuation data includes much deviated data, the mean data itself is greatly affected by the deviated data if the reference data for the adjustment is obtained by purely averaging the valuation data obtained by the full valuers. It is thus possible to obtain more appropriate valuation data.

As has been described in the foregoing, with the

personnel valuation program according to the invention it is possible to make use of great quantity data of multisided valuation by a plurality of valuator and adjust the initial valuation data having such deviation trend as being excessively severer or excessively less severer to apt and more appropriate valuation data by using reference data.

In addition, the provision, in a personal computer, of the means for setting a valuator's weight for multiplying the valuation data thereby in dependence on the post a valuator or valuator in the valuator group who can do appropriate valuation, the valuation data by the valuator or valuator at a post that he or they can do appropriate valuation, is more greatly reflected on the summation of the full valuation data, and it is thus possible to obtain still more appropriate valuation data.

Furthermore, since the reference data valuator are selected for obtaining appropriate personnel valuation data and also since the setting of reference data by the reference data valuator is done with respect to the valuation data of the whole valuatee group about all the valuation items, it is possible to have valuation data by persons who can appropriately grasp and value all the valuatee group as apt reference data.